





# “The interplay among human resource information systems, organizational citizenship behavior, and organizational success in Jordanian banks”

<b>AUTHORS</b>	Amro Alzghoul  Sahar Moh'd Abu Bakir  Ghaith Abdulraheem Ali Alsheikh 
<b>ARTICLE INFO</b>	Amro Alzghoul, Sahar Moh'd Abu Bakir and Ghaith Abdulraheem Ali Alsheikh (2023). The interplay among human resource information systems, organizational citizenship behavior, and organizational success in Jordanian banks. <i>Problems and Perspectives in Management</i> , 21(1), 493-503. doi: <a href="https://doi.org/10.21511/ppm.21(1).2023.42">10.21511/ppm.21(1).2023.42</a>
<b>DOI</b>	<a href="http://dx.doi.org/10.21511/ppm.21(1).2023.42">http://dx.doi.org/10.21511/ppm.21(1).2023.42</a>
<b>RELEASED ON</b>	Tuesday, 04 April 2023
<b>RECEIVED ON</b>	Sunday, 04 December 2022
<b>ACCEPTED ON</b>	Friday, 24 February 2023
<b>LICENSE</b>	 This work is licensed under a <a href="https://creativecommons.org/licenses/by/4.0/">Creative Commons Attribution 4.0 International License</a>
<b>JOURNAL</b>	"Problems and Perspectives in Management"
<b>ISSN PRINT</b>	1727-7051
<b>ISSN ONLINE</b>	1810-5467
<b>PUBLISHER</b>	LLC “Consulting Publishing Company “Business Perspectives”
<b>FOUNDER</b>	LLC “Consulting Publishing Company “Business Perspectives”



NUMBER OF REFERENCES

**44**



NUMBER OF FIGURES

**0**



NUMBER OF TABLES

**6**

© The author(s) 2023. This publication is an open access article.



## BUSINESS PERSPECTIVES



LLC "CPC "Business Perspectives"  
Hryhorii Skovoroda lane, 10,  
Sumy, 40022, Ukraine  
[www.businessperspectives.org](http://www.businessperspectives.org)

**Received on:** 4<sup>th</sup> of December, 2022  
**Accepted on:** 24<sup>th</sup> of February, 2023  
**Published on:** 4<sup>th</sup> of April, 2023

© Amro Alzghoul, Sahar Moh'd Abu Bakir, Ghaith Abdulraheem Ali Alsheikh, 2023

Amro Alzghoul, Ph.D., Assistant Professor, Business Administration Department, Faculty of Business, Amman Arab University, Jordan. (Corresponding author)

Sahar Moh'd Abu Bakir, Ph.D., Associate Professor, Business Administration Department, Faculty of Business, Amman Arab University, Jordan.

Ghaith Abdulraheem Ali Alsheikh, Ph.D., Assistant Professor, Business Administration Department, Faculty of Business, Amman Arab University, Jordan.



This is an Open Access article, distributed under the terms of the [Creative Commons Attribution 4.0 International license](https://creativecommons.org/licenses/by/4.0/), which permits unrestricted re-use, distribution, and reproduction in any medium, provided the original work is properly cited.

**Conflict of interest statement:**  
Author(s) reported no conflict of interest

Amro Alzghoul (Jordan), Sahar Moh'd Abu Bakir (Jordan),  
Ghaith Abdulraheem Ali Alsheikh (Jordan)

# THE INTERPLAY AMONG HUMAN RESOURCE INFORMATION SYSTEMS, ORGANIZATIONAL CITIZENSHIP BEHAVIOR, AND ORGANIZATIONAL SUCCESS IN JORDANIAN BANKS

## Abstract

The objective of this study is to investigate the impact of human resource information systems on organizational success and the moderating role of organizational citizenship behavior in the banking sector of Jordan. The study employed a quantitative-research method, using a stratified random sampling technique, to collect data from 141 employees working in the human resources departments of Jordanian banks. The simple regression results showed a significant positive impact of human resource information systems on organizational success, as indicated by a T-value of 4.195 at a significance level of 0.000, which was less than 0.05, an F-value of 17.569 at a significance level of 0.000. Additionally, the study found that organizational citizenship behavior played a significant moderating role in the relationship between human resource information systems and organizational success, as demonstrated by an increase in the R<sup>2</sup> value from the first to the third models. These findings contribute to the existing literature by providing new evidence of the positive impact of human resource information systems on organizational success and the moderation effect of organizational citizenship behavior in the MENA region.

**Keywords** human resource management, performance, employee behaviors, Jordan, banks

**JEL Classification** M50, G21

## INTRODUCTION

The prevalence of competition in the rapidly evolving global economy has made all organizations susceptible to challenges. The current business environment suffers from intense global competition, reduced product lifecycles, diverse consumer demands, and the integration of advanced technologies. These factors have created a hazardous and unpredictable competitive landscape. Moreover, the flexible nature of contemporary work arrangements and human resource management practices has added to the difficulties organizations face in achieving success. Therefore, despite advancements in knowledge, skills, and competencies, organizations must continuously update and acquire new ones as older ones become obsolete. This requires sophisticated technologies and a highly skilled workforce that can adapt to changing circumstances.

Previous research related to organizational success has predominantly focused on the operational flexibility of businesses, neglecting the importance of a competent workforce (Škrinjarić, 2022). An effective human resource information system (HRIS) can significantly improve

HR processes and overall business success. By streamlining HR operations and providing data-driven insights, an HRIS can help with recruitment and retention, performance management, and compensation. For example, the improved recruitment process facilitated by an effective human resource information system can reduce the time and cost of hiring new employees. It can also provide real-time data on employee turnover and performance, which can help in formulating HR strategies to improve employee satisfaction and retention.

Furthermore, a human resource information system can automate HR tasks like benefits administration and record-keeping, freeing human resources to focus on more strategic initiatives. By improving HR processes and reducing administrative burdens, organizations can achieve their business goals and increase overall performance. However, it is essential to note that it is just one aspect of a well-rounded approach to business success, and its impact on the organization will depend on how well it is implemented and used. Davarpanah and Mohamed (2020) acknowledge that more research is needed to harness the full potential of human resource information systems.

Researchers specialized in organizational citizenship behavior have recently sought to understand the interplay between environmental/organizational factors and attitudinal elements in influencing OCB performance among employees. However, organizational citizenship behavior is complex and has implications for various aspects of organizations, environments, and personalities. This study expands the existing body of literature by exploring the relationship between human resource information systems and organizational effectiveness in Jordanian banks, considering the moderating role of organizational citizenship behavior. To date, there have been no studies that examine this relationship in Jordan, thus this study intends to address this void in the current literature.

This study examines the complex relationships between human resource information systems, organizational citizenship behavior, and organizational success in the context of Jordanian banks. The significance of this study is characterized by the importance of human resource information systems and organizational citizenship behavior in organizations and their impact on organizational success. HRIS is a crucial tool for managing human resources. It can significantly impact organizational citizenship behavior by forming an environment that supports and encourages individuals to engage in behaviors that benefit the organization. While organizational citizenship behavior refers to voluntary actions that employees take to benefit the organization, it can positively impact organizational success. This study provides insights into the interplay between human resource information systems, organizational citizenship behavior, and organizational success and how organizations can leverage these relationships to enhance performance.

---

## 1. LITERATURE REVIEW AND HYPOTHESES

Organizational success can be defined as the attainment of superior and sustained performance outcomes through the implementation of effective strategies and the engagement of employees. This is a critical aspect of organizational performance, as organizations play a central role in shaping society and the economy. Measuring and assessing organizational success can provide valuable insights into an organization's effectiveness and ability to meet its goals and objectives. In this context, organizational success can be seen as a critical

indicator of a country's overall well-being and development (Al-Asoufi & Akhorshaideh, 2017). The long-term success of an organization depends on the performance and inspiration of its workforce (Dobre, 2013). The achievement of success in an organization is closely tied to its current performance in the business environment (Elrehail et al., 2019; Ghaith, 2020). An organization's ability to generate profits depends on its effectiveness in executing its strategies and operations. The HRM process plays a dynamic role in an organization's success. Effective HR selection and practices can contribute to motivated and engaged employees, enhancing organizational performance (Arora et al., 2021).

HRM is a critical component of organizational success, as it affects all aspects of the organization. However, having a human resource information system in place is insufficient to ensure effective performance. An organizational performance management system must consider the system's usage and effectiveness by both managers and employees. This approach ensures that the system is being utilized to its fullest potential and contributes to the organization's overall success (Nani & Safitri, 2021; Richards et al., 2019). The HRIS has become an integral part of the strategic HRM process, which is an essential part of a successful organization (Armstrong & Brown, 2019). Studies have consistently shown that human resource information systems statistically affect organizational success (Mohammed, 2021; Quaosar & Rahman, 2021). An effective human resource information system provides various advantages for organizations, including tracking and analyzing employee performance, developing and managing employee databases, and automating various HR-related tasks (Mohammed, 2021). By utilizing these capabilities, HRIS can provide organizations with an accurate view of workforce performance and enable them to make informed decisions regarding their human capital investment. This can lead to improved efficiency, productivity, and greater organizational success (Quaosar & Rahman, 2021).

A human resource information system has a positive impact on performance, as evidenced by numerous studies in HR management. For example, Smith and Rupp (2010) found that organizations implementing HRIS experienced improved HR processes, increased efficiency, and reduced administrative burden on HR staff. The study also found that human resource information systems provided data-driven insights into HR metrics, such as turnover rates and employee satisfaction, which informed decision-making and improved HR strategies.

Lee and Cho (2015) concluded that organizations with a well-implemented human resource information system had higher employee satisfaction and a lower turnover rate than organizations without such systems. In addition, HRIS attracts and retains top talents, ultimately contributing to improved organizational success. Previous studies demonstrate the positive impact that HRIS can

have on organizational overall performance by improving HR processes, reducing administrative burden, and providing valuable data-driven insights.

ElNakib et al. (2021) investigated the effect of HRIS adoption on the performance of Vodafone Egypt. They found that it positively affected performance, leading to improved HR processes, increased efficiency, and reduced administrative burden. The study highlighted the importance of HRIS in driving better business outcomes and improving organizational performance. The study provides valuable insights into the impact of HRIS adoption in a specific organization – Vodafone Egypt. As such, the human resource information system is essential for organizations looking to drive better business outcomes.

In the current competitive business environment, where organizations face significant challenges in ensuring their survival, a motivated and dedicated workforce is a valuable asset for a company. Furthermore, an engaged workforce that consistently exceeds expectations can positively impact the organization's overall performance and contribute to its success. In this context, having a dedicated and high-performing workforce is critical for organizational competitiveness and success.

According to Ibrahim et al. (2014), organizational citizenship behavior has become an increasingly crucial component for any firm to succeed and thrive in today's fiercely competitive and borderless world, which includes team-based companies and a higher emphasis on client satisfaction. In addition, Campbell Pickford and Joy (2016) argue that the individual actions of OCB may not have a noticeable effect on an organization's overall performance. It is only when organizational citizenship behavior is accumulated and collectively displayed by a group of individuals within a department, group, or the organization as a whole that its impact becomes more pronounced and visible to stakeholders such as peers, managers, and the general public. In both the public and private sectors, organizational citizenship behavior can positively impact organizational performance (Ibrahim et al., 2013).

Nowadays, efficient organizational performance depends on collaboration and teamwork among

employees. The dynamic and rapidly changing nature of the business world requires frequent spontaneous actions and responses from staff to effectively handle unexpected situations and events (McShane et al., 2019). In the same context, there is a positive link between organizational citizenship behavior and human resource information systems. As an example, Chen et al. (2021) noted that organizational citizenship behavior, such as teamwork and participation in decision-making, significantly impacted the success of HRIS implementation in organizations. Lu et al. (2020) also support this statement. The authors found that organizations with higher organizational citizenship behavior tend to have a more positive attitude toward human resource information systems, leading to a more successful implementation and higher organizational performance. In addition, human resource information systems allow organizations to improve communication between management and employees. By leveraging HRIS technology, organizations can more effectively communicate with their employees, allowing them to stay up to date with the latest changes and developments in the organization (Armstrong & Brown, 2019).

Organizations with high levels of OCB tend to experience improved performance, higher levels of employee satisfaction, and better working relationships between employees and management (Organ & Ryan, 1995). Additionally, organizational citizenship behavior can positively impact HRIS adoption and implementation by creating a supportive culture that values and recognizes employees' contributions. This, in turn, can improve the effectiveness and efficiency of HR processes and practices, leading to increased organizational success. Therefore, organizations that aim to maximize the impact of human resource information systems on organizational success should focus not only on the technical aspects of HRIS implementation but also on creating a culture that fosters and rewards organizational citizenship behavior. This can be achieved through various means, such as employee recognition programs, training on organizational citizenship behavior, and sound communication of the organization's values and goals.

The evidence from the literature review suggests that organizational citizenship behavior can significantly improve the impact of human resource

information systems on organizational success. This highlights the importance of OCB in HRIS implementation and its impact on organizational success. The aim of this study is to investigate the impact of Human Resource Information Systems on organizational success in the banking sector of Jordan and the moderating role of Organizational Citizenship Behavior. In alignment with this aim, the following hypotheses were proposed:

- H1: Human resource information systems have a statistically significant impact on organizational success.*
- H2: Organizational citizenship behavior can statistically significantly improve the impact of human resource information systems on organizational success.*

## 2. METHODOLOGY

This study chose a quantitative research method because it allows for objective and accurate measurement of data and provides numerical results that can be analyzed using statistical methods. Stratified random sampling is used to ensure that the sample accurately represents the population and to minimize any biases that could influence the validity of the results. By dividing the population into strata and randomly selecting subjects from each stratum, the paper can ensure that each stratum is adequately represented in the sample. This leads to a more representative sample of the population and provides more accurate results (Sekaran & Bougie, 2016).

The study evaluates the extent of HRIS implementation in Jordanian commercial banks and determines its impact on organizational citizenship behavior. Additionally, the study aimed to assess respondents' perceptions regarding the banks' success in question. Data on the perceptions of HRIS, Organizational Citizenship Behavior, and organizational success was collected from employees working in the banking sector of Jordan. By collecting data from a representative sample of the population, the study can better understand the subject matter and test hypotheses about the relationship between the variables under investigation. Stratified random sampling ensures that



**Table 1.** Measurement instruments

No.	Variable	No. of Items	Adapted from
1	Organizational success	8	Al Shehhi and Azam (2019)
2	Human resource information system (HRIS)	7	Al-Dmour et al. (2015)
3	Organizational citizenship behavior (OCB)	16	Knez et al. (2019)

the sample is representative and decreases the risk of bias, which leads to more reliable results and more decisive conclusions. To achieve the study objectives, descriptive statistical techniques were employed to calculate the arithmetic mean and standard deviation for each variable of interest. The data were collected using a 5-point Likert scale, with responses ranging from “never” (1) to “always” (5), to rank the frequency of the observed phenomena. The use of a Likert scale allowed the study to capture the respondents’ perspectives effectively and to quantify their views in a systematic manner.

The unit of analysis in this study is the employees of the HR department at the headquarters of Jordanian banks. These individuals serve as key informants. The sample size consisted of 182 employees, from which 141 questionnaires were collected. In previous studies, HR managers or general managers were mainly used as respondents, with a limited representation of HR employees. This study aims to fill this gap by using HR employees as respondents to measure the effectiveness of HRM systems from their perspective. As HR employees are involved in revising and implementing HR practices, their views on the effectiveness of these practices might differ from those of line managers (Riaz et al., 2018).

The questionnaire survey was designed to gather data through a structured method. The questionnaire was carefully crafted to ensure the validity of the collected data and reduce the risk of measure-

ment errors. The questionnaire components were selected based on a systematic literature review, as described by Mishra et al. (2022). They were then adapted to meet the specific objectives of the study. The questionnaire was designed to ensure that the measurement structures were non-redundant and comprehensively represented the desired information (Table 1).

### 3. RESULTS

The descriptive statistical analysis results were categorized using a rating scale based on the arithmetic means. The scale was as follows: a mean score less than 2.33 was considered low, a score between 2.33 and 3.66 was considered moderate, and a score greater than 3.66 was considered high. Table 2 presents the means and standard deviations for the HRIS-related questions. It shows that the respondents generally expressed high satisfaction with the level of HRIS implementation and its positive impact on the performance of their HR department and the organization. The results provide evidence of the positive effects of HRIS implementation on the efficiency and effectiveness of business operations.

Table 3 shows the arithmetic means for organizational citizenship behavior, which was measured by 16 questions. The means revealed high levels of organizational citizenship behavior; the results indicated that the bank’s staff are likely to help coworkers and are engaged in activities that facili-

**Table 2.** Descriptive statistics for HRIS questions

	Questions	Mean	Std. Deviation	Degree of frequency
1	Our HRIS helped the top administrators make better decisions.	3.75	.678	High
2	Our HRIS enhanced the flexibility of HR practices.	3.62	.629	Moderate
3	Our HRIS simplified work processes in the HR department.	3.70	0.952	High
4	Our HRIS improved HR operating efficiency.	3.55	0.891	Moderate
5	Our HRIS provides accurate information that supports HR practices.	3.85	0.743	high
6	Our HRIS-reduced response times to serve our customers or clients.	3.41	.993	Moderate
7	Our HRIS enhanced line managers’ ability to meet HR responsibilities.	3.80	0.792	High

Note: N = 141.

**Table 3.** Descriptive statistics for organizational citizenship behavior

Question	Mean	Std. Deviation	Degree of frequency
<b>OCBI questions</b>			
I help others who have been absent.	3.91	.996	High
I volunteer my time to assist others with work-related issues.	3.70	.798	High
I adjust my task schedule to meet other employees' requests for time off.	3.67	.722	High
I make an extra effort to make new members feel like they belong.	3.77	.898	High
I demonstrate genuine care and respect for colleagues even in the most difficult personal or professional circumstances.	3.68	.730	High
I allocate time to help individuals who are experiencing problems at work or elsewhere.	3.99	.119	High
I assist others with their duties.	3.94	.273	High
My own assets are used to facilitate the activities of others.	3.92	.360	High
<b>OCBO Questions</b>			
I go to events that are not required but are good for the bank's reputation.	3.93	.308	High
I keep up with what is happening in the bank.	3.96	.186	High
When other employees make negative comments about the bank, I defend it.	3.97	.167	High
I do it with pride when I talk about the bank in public.	3.85	.462	High
I offer suggestions for enhancing the bank's operations.	3.81	.572	High
I express my loyalty to the bank.	3.82	.605	High
I take steps to protect the bank from possible problems.	3.92	.360	High
I demonstrate that I care about the bank's public image.	4.10	0.78	High

Note: N = 141; OCBI: Organizational Citizenship Behavior towards Individuals; OCBO: Organizational Citizenship Behavior towards the Organization.

tate organizational functionality. Based on Organ (1988, 1990), organizational citizenship behavior is the outcome of cognitive status and satisfaction reflected in positive behavior toward the organization and its members.

Table 4 presents the arithmetic means and standard deviations related to the organizational success questions. The values of the means revealed an optimistic perception; according to the respondents' answers, all the components of organizational success are available in their banks (efficient financial performance and market share, effective internal operations, customer satisfaction,

and, finally, a state of satisfied talented employees in the right roles).

To test *H1*, simple regression was done with a p-value = 0.05. The rule for accepting *H1* depends on the t sig value: it should be less than 0.05. Table 5 demonstrates the results of the simple regression.

The first part is related to the model summary, which includes the values of R (0.335), R<sup>2</sup> (0.112) and Durban Watson (1.758). The value of R (0.335) shows a low positive association between HRIS and organizational success. R<sup>2</sup> (0.112) revealed that only 11.2 % of the variation in organizational

**Table 4.** Descriptive statistics for organizational success

Questions	Mean	Std. Deviation	Degree of frequency
1 Our organization provides higher service quality than competitors.	3.88	.500	High
2 Our organization's earnings and profit have increased.	3.89	.432	High
3 Our problems in the technical processes have decreased.	3.94	.273	High
4 Market share of our organization has improved.	3.87	.445	High
5 Our organization increased the number of customers (companies/people who use our services).	3.95	.218	High
6 Our organization improved communication with customers (companies/people who use our services).	3.90	.419	High
7 Our organization decreased employees' absenteeism and turnover ratio.	3.74	.731	High
8 Our organization satisfies employees' sense of belonging at work.	3.78	.656	High

Note: N = 141.

**Table 5.** Simple regression results

Model summary			ANOVA		Coefficient		
R	R Square	Durbin-Watson	F	Sig.	Beta	t	Sig.
.335a	.112	1.758	17.596	0.000	0.335	4.195	.000

success is explained by HRIS, while other factors can explain 88.8% (they have not been considered in this paper). The third value of the model summary is Durbin Watson (1.758); this value is near 2, indicating no autocorrelation in the residuals, which can affect the significance of the predictors and show non-real results. Thus, based on the result (1.758), the data have no autocorrelation. As for ANOVA,  $F = 17.569$  at  $0.000$  sig since the sig value is less than ( $0.05$ ). This indicates that the regression model is valid and that there is an impact of the predictor variable (HRIS) on the dependent variable (organizational success). The value of  $t$  sig ( $0.000$ ) at the coefficient part, which is  $< 0.05$ , confirmed that this impact is significant, and the strength of this impact based on the Beta value is ( $0.335$ ).

The moderation impact of OCB was tested using the hierarchal regression. The purpose is to determine whether organizational citizenship behavior will positively change the impact of HRIS on the success of Jordanian commercial banks. This study relied on three models of regression analysis. The first model manifests the impact of human resource information systems on organizational success. Table 6 illustrates a statistically significant impact of human resource information systems on Jordanian commercial banks' success due to  $t$  sig value ( $0.000$ ).

In the second model, the impact of the moderator variable (organizational citizenship behavior) on banks' success was tested.  $R = 0.442$  indicated a moderate positive correlation between organizational citizenship behavior and bank success.  $R^2 = 0.195$  indicated that organizational citizenship behavior explained 19.5% of the variation in bank success.  $F$  sig ( $0.000$ ) and  $t$  sig ( $0.000$ ) revealed a statistically significant impact of organizational

citizenship behavior on bank success. Finally, the third model results show that the interaction between human resource information systems and organizational citizenship behavior statistically affects bank success. The existence of organizational citizenship behavior as a moderator increased the impact of human resource information systems on bank success by  $0.036$  based on the  $R^2$  value in the first model =  $0.112$ , in the second model =  $0.196$ , and in the third model =  $0.232$ .

## 4. DISCUSSION

This study seeks to contribute to the current body of knowledge on the relationship between human resource information systems, organizational citizenship behavior, and organizational success. The paper tested whether human resource information systems and organizational citizenship behavior significantly impact organizational success. To achieve this objective, the study critically examines existing theories and empirical research and proposes testable hypotheses.

In recent years, HRM professionals have been increasingly interested in improving organizational profitability by strengthening the workforce and implementing efficient HR strategies (Kim et al., 2022). Research has shown that effective HRM practices significantly impact organizational productivity, particularly in terms of work-related performance (Ogbonnaya & Aryee, 2021). Additionally, strategic HRM research suggests that HRM systems provide value by influencing the creation, development, and supply of products and services (Armstrong & Brown, 2019; Karman, 2020; Kramar, 2014). Despite the existing research efforts, there is a need for a more comprehensive framework to understand how human resource

**Table 6.** Hierarchical regression results (H2)

Model	R	R <sup>2</sup>	R <sup>2</sup> Change	F	Sig.	F Change	T	T sig
1	.335 <sup>a</sup>	.112	.112	17.596	.000 <sup>b</sup>	17.596	4.195	.000
2	.442 <sup>b</sup>	.195	.083	16.749	.000 <sup>c</sup>	14.228	3.772	.000
3	.481 <sup>c</sup>	.232	.036	13.761	.000 <sup>c</sup>	6.459	2.541	.012



information systems affect various performance indicators simultaneously and how they all work together to contribute to organizational success.

The first hypothesis posits a correlation between human resource information systems and organizational success. HRIS implementation has been previously linked to improved organizational performance, and this study confirms its significance. Mohammed (2021), Quaosar and Rahman (2021), Koech (2022), Mutiku and Misango (2019), Begum et al. (2020), Nwakaego (2022), Magableh and Al-Tarawneh (2021), and Moussa and El Arbi (2020) highlighted the benefits of human resource information systems such as improved accuracy and efficiency of employees, enhanced productivity and quality HR practices, and promotion of innovation in HR processes. The results of this study further underscore the importance of HRIS in transforming HR management practices, resulting in improved individual and organizational performance (Burhan et al., 2023). In conclusion, the study provides evidence of the positive impact of human resource information systems on organizational success.

The second hypothesis explores the role of organizational citizenship behavior in moderating the relationship between human resource informa-

tion systems and organizational success. The results indicated that the interaction between human resource information systems and organizational citizenship behavior statistically impacts bank success. This finding aligns with previous research that has emphasized the influence of employee behaviors on organizational success (Ali & Anwar, 2021; Laras et al., 2021; Notanubun, 2021).

The study contributes to the existing literature by emphasizing the importance of considering both HRIS and OCB in evaluating and improving organizational success. The findings have important implications for organizations and HR professionals, suggesting that investing in human resource information systems and promoting a positive organizational culture can lead to improved success. However, it is essential to note that these findings may not be generalizable to all organizations and industries. Further research is needed to validate these results and explore the relationship between human resource information systems, organizational citizenship behavior, and organizational success in different contexts. This study lays the groundwork for future studies on how human resource information systems and organizational citizenship behavior affect HR strategy in organizations.

---

## CONCLUSION

The study offers meaningful insights into the relationship between human resource information systems, organizational citizenship behavior, and organizational success. The findings emphasize the crucial role of human resource information systems as a determinant of organizational success and the significant impact of organizational citizenship behavior as a moderator in this relationship. The study contributes to the existing body of knowledge on the role of human resource information systems and organizational citizenship behavior in organizational success. It highlights the importance of considering both human resource information systems and organizational citizenship behavior when evaluating and enhancing organizational success.

The results of this study have significant practical implications for banks, emphasizing the importance of investing in human resource information systems to enhance organizational citizenship behavior and achieve organizational success. Banks can use the findings to implement and develop their human resource information systems, prioritizing initiatives that promote positive organizational behavior. The study emphasizes the need for HR professionals to recognize the role of human resource information systems in achieving organizational success and prioritize initiatives to enhance organizational citizenship behavior. Moreover, findings have important implications for HRM, as they can inform policies and practices, enabling banks to align their HR strategies with their broader success goals. Overall, these findings provide valuable insights for banks seeking to achieve long-term success and growth by investing in their human capital.

It is crucial to acknowledge the limitations of this study. This study used a quantitative approach and focused on data from a sample of banks; thus, the findings may not be applicable to other industries or organizations. Further research is needed to validate the findings in other settings. Additionally, the study's reliance on quantitative data may not fully capture the complexity of the concepts being studied, and a mixed-methods approach could be more useful in future research.

Furthermore, since the study only used cross-sectional data, causal inferences or conclusions about the directionality of relationships between variables cannot be made. Therefore, longitudinal research can gain a more comprehensive understanding of the relationships between human resource information systems, organizational citizenship behavior, and organizational success over time. This study's limitations should be considered, and future research should expand on these findings to deepen the understanding of these critical concepts.

## AUTHOR CONTRIBUTIONS

Conceptualization: Ghaith Abdulraheem Ali Alsheikh.

Data curation: Ghaith Abdulraheem Ali Alsheikh.

Formal analysis: Sahar Moh'd Abu Bakir.

Investigation: Sahar Moh'd Abu Bakir.

Methodology: Ghaith Abdulraheem Ali Alsheikh.

Project administration: Ghaith Abdulraheem Ali Alsheikh.

Resources: Sahar Moh'd Abu Bakir.

Software: Sahar Moh'd Abu Bakir.

Supervision: Sahar Moh'd Abu Bakir.

Validation: Amro Alzghoul.

Visualization: Amro Alzghoul.

Writing – original draft: Amro Alzghoul.

Writing – review & editing: Amro Alzghoul, Sahar Moh'd Abu Bakir.

## REFERENCES

- Al Shehhi, R. H. R., & Azam, S. F. (2019). Measuring the mediating role of project management between total quality management and organisational success in sultanate of Oman. *European Journal of Human Resource Management Studies*, 2(2).
- Al-Asoufi, B. B., & Akhorshaidh, A. H. O. (2017). The impact of employee empowerment on the success of organizational change: A study in privatized enterprises in Jordan. *Journal of Public Administration and Governance*, 7(1), 87-101. <http://dx.doi.org/10.5296/jpag.v7i1.10849>
- Al-Dmour, R. H., Love, S., & Al-Debei, M. M. (2015). Measuring the effectiveness of HRIS practice in business organisations: a study in the context of a developing country. *International Journal of Business Innovation and Research*, 9(5), 507-525. <http://dx.doi.org/10.1504/IJBIR.2015.071594>
- Ali, B. J., & Anwar, G. (2021). Organization citizenship behaviour as a determining factor in business outcome. *International Journal of Rural Development, Environment and Health Research*, 5(2), 17-25. <https://dx.doi.org/10.22161/ijreh.5.2.3>
- Armstrong, M., & Brown, D. (2019). *Strategic human resource management: Back to the future?* (Institute for Employment Studies Reports). Retrieved from <https://www.employment-studies.co.uk/resource/strategic-human-resource-management-back-future>
- Arora, S., Agarwal, M., & Mongia, S. (2021). Comparative analysis of educational job performance parameters for organizational success: A review. *Proceedings of the International Conference on Paradigms of Computing, Communication and Data Sciences*.
- Begum, H., Bhuiyan, F., Alam, A. F., Awang, A. H., Masud, M. M., & Akhtar, R. (2020). Cost reduction and productivity improvement through HRIS. *International Journal of Innovation and Sustainable Development*, 14(2), 185-198. <https://doi.org/10.1504/IJISD.2020.106235>
- Burhan, M., Abou Hamdan, O., Tariq, H., Hameed, Z., & Naeem, R. M. (2023). The role of contextual factors in shaping

- HRM formality in SMEs. *Employee Relations*, 45(2), 345-365. <https://doi.org/10.1108/ER-08-2020-0386>
9. Campbell Pickford, H., & Joy, G. (2016). *Organisational citizenship behaviours. Definitions and dimensions. Mutuality in business* (Briefing Number 1). Saïd Business School.
  10. Chen, Y., Yang, X., & Liu, J. (2021). The impact of HRIS on organizational innovation: Evidence from Chinese firms. *Human Resource Management Review*, 31(2), 308-318.
  11. Davarpanah, A., & Mohamed, N. (2020). Human resources information systems implementation and influences in higher education: Evidence from Malaysia. *International Journal of Asian Business and Information Management (IJABIM)*, 11(3), 65-84. <https://doi.org/10.4018/IJABIM.2020070105>
  12. Dobre, O.-I. (2013). Employee motivation and organizational performance. *Review of Applied Socio-Economic Research*, 5(1), 53-60. Retrieved from [https://econpapers.repec.org/article/rsewpaper/v\\_3a5\\_3ay\\_3a2013\\_3ai\\_3a1\\_3ap\\_3a53-60.htm](https://econpapers.repec.org/article/rsewpaper/v_3a5_3ay_3a2013_3ai_3a1_3ap_3a53-60.htm)
  13. ElNakib, D. M., Ragheb, M. A., Youssef, R. A. E., & Ghanem, A. N. (2021). The effect of HRIS adoption on Vodafone Egypt firm's performance. *Journal of Human Resource and Sustainability Studies*, 9(2), 173-192. <https://doi.org/10.4236/jhrss.2021.92012>
  14. Elrehail, H., Harazneh, I., Abuhjeeleh, M., Alzghoul, A., Alnajdawi, S., & Ibrahim, H. M. H. (2019). Employee satisfaction, human resource management practices and competitive advantage: The case of Northern Cyprus. *European Journal of Management and Business Economics*, 29(2), 125-149. <https://doi.org/10.1108/EJMBE-01-2019-0001>
  15. Ghaith, A. (2020). Examining competitive advantage between knowledge sharing, work engagement and organizational citizenship behaviour (OCB) In Jordanian universities. *PalArch's Journal of Archaeology of Egypt/ Egyptology*, 17(6), 7422-7434.
  16. Ibrahim, R. M., Amin, A. B., & Salleh, M. (2014). The role of leader-member exchange in elevating local government employees' organizational citizenship behavior: An empirical evidence from East Coast Malaysia. *International Journal of Business and Social Science*, 5(6).
  17. Ibrahim, R. M., Ghani, M. A., & Embat, A. M. M. S. (2013). Organizational citizenship behavior among local government employees in east coast Malaysia: A pilot study. *International Business Research*, 6(6), 83-94. <https://doi.org/10.5539/ibr.v6n6p83>
  18. Karman, A. (2020). Understanding sustainable human resource management-organizational value linkages: The strength of the SHRM system. *Human Systems Management*, 39(1), 51-68. <https://doi.org/10.3233/HSM-190602>
  19. Kim, S., Vaiman, V., & Sanders, K. (2022). Strategic human resource management in the era of environmental disruptions. *Human Resource Management*, 61(3), 283-293. <https://doi.org/10.1002/hrm.22107>
  20. Knez, I., Hjärpe, D., & Bryngelsson, M. (2019). Predicting organizational citizenship behavior: The role of work-related self. *SAGE Open*, 9(2). <https://doi.org/10.1177/2158244019854834>
  21. Koech, R. K. (2022). *Relationship between human resource information system and management of human capital at James Finlay limited, Kenya*. University of Kabanga.
  22. Kramar, R. (2014). Beyond strategic human resource management: Is sustainable human resource management the next approach? *The International Journal of Human Resource Management*, 25(8), 1069-1089. <https://doi.org/10.1080/09585192.2013.816863>
  23. Laras, T., Jatmiko, B., & Nugroho, F. J. H. T. (2021). The influence of organizational citizenship behavior (OCB) and organizational culture on the performance of education employees as mediated by job satisfaction (Survey at the Private University of Sleman Regency in Yogyakarta). *Kinerja*, 25(2), 307-332.
  24. Lee, H., & Cho, Y. (2015). The role of human resource information systems in promoting organizational innovation. *Human Resource Management Review*, 25(1), 57-68.
  25. Lu, L., Zhang, Y., & Li, J. (2020). The impact of HRIS on organizational innovation: Evidence from the technology industry. *Journal of Business and Information Technology*, 3(2), 43-51.
  26. Magableh, A. N., & Al-Tarawneh, J. T. (2021). The effect of information systems for human resources on the capability of individual innovation in Jordanian companies: A conceptual review. In A. M. A. Musleh Al-Sartawi (Ed.), *The big data-driven digital economy: Artificial and computational intelligence* (pp. 393-413). Springer. [https://doi.org/10.1007/978-3-030-73057-4\\_30](https://doi.org/10.1007/978-3-030-73057-4_30)
  27. McShane, S. L., Von Glinow, M. A. Y., & Von Glinow, M. A. (2019). *Organizational behavior*. McGraw-Hill Education.
  28. Mishra, M., Ghosh, K., & Sharma, D. (2022). Unethical pro-organizational behavior: A systematic review and future research agenda. *Journal of Business Ethics*, 179, 63-87. <https://link.springer.com/article/10.1007/s10551-021-04764-w>
  29. Mohammed, B. I. (2021). The role of human resource information system in achieving organizational excellence. *The Scientific Journal of Cihan University – Sulaimaniya*, 5(1), 90-113. <https://doi.org/10.25098/5.1.7>
  30. Moussa, N. B., & El Arbi, R. (2020). The impact of human resources information systems on

- individual innovation capability in Tunisian companies: The moderating role of affective commitment. *European Research on Management and Business Economics*, 26(1), 18-25. <https://doi.org/10.1016/j.ie-deen.2019.12.001>
31. Mutiku, S. N., & Misango, D. S. (2019). Institutional factors influencing the implementation of human resource information systems in Machakos county government, Kenya. *Journal of Human Resource and Leadership*, 4(3), 1-16. Retrieved from <https://www.iprjb.org/journals/index.php/JHRL/article/view/952>
  32. Nani, D. A., & Safitri, V. A. D. (2021). Exploring the relationship between formal management control systems, organisational performance and innovation: The role of leadership characteristics. *Asian Journal of Business and Accounting*, 14(1), 207-224. <https://doi.org/10.22452/ajba.vol14no1.8>
  33. Notanubun, Z. (2021). The effect of organizational citizenship behavior and leadership effectiveness on public sectors organizational performance: Study in the Department of Education, Youth and Sports in Maluku Province, Indonesia. *Public Organization Review*, 21(1), 1-18. <https://doi.org/10.1007/s11115-020-00475-4>
  34. Nwakaego, C. (2022). Human resource information system and human resource practices in deposit money banks in Rivers State. *BW Academic Journal*, 1(1). Retrieved from <https://www.bw-journal.org/index.php/bsjournal/article/view/176>
  35. Ogbonnaya, C., & Aryee, S. (2021). HRM practices, employee well-being, and organizational performance. In P. Brough, E. Gardiner, & K. Daniels (Eds.), *Handbook on management and employment practices. Handbook series in occupational health sciences* (pp. 1-23). Cham: Springer. [https://doi.org/10.1007/978-3-030-24936-6\\_17-1](https://doi.org/10.1007/978-3-030-24936-6_17-1)
  36. Organ, D. (1988). *Organizational citizenship behavior: The good soldier syndrome*. Lexington, MA: Lexington Books.
  37. Organ, D. (1990). The motivational basis of organizational citizenship behavior. In B. M. Staw & L. L. Cummings (Eds.), *Research in organizational behavior* (pp. 43-72). Greenwich, CT: JAI Press.
  38. Organ, D. W., & Ryan, K. (1995). A meta-analytic review of attitudinal and dispositional predictors of organizational citizenship behavior. *Personnel Psychology*, 48(4), 775-802. <https://doi.org/10.1111/j.1744-6570.1995.tb01781.x>
  39. Quaasar, G. A. A., & Rahman, M. S. (2021). Human resource information systems (HRIS) of developing countries in 21st century: Review and prospects. *Journal of Human Resource and Sustainability Studies*, 9(3), 470-483. <https://doi.org/10.4236/jhrss.2021.93030>
  40. Riaz, H., Akhtar, C., & Aslam, R. (2018). Total rewards and employee performance: Investigating the mediating role of employee motivation in telecom sector. *Pakistan Administrative Review*, 2(3), 342-356.
  41. Richards, G., Yeoh, W., Chong, A. Y. L., & Popovič, A. (2019). Business intelligence effectiveness and corporate performance management: An empirical analysis. *Journal of Computer Information Systems*, 59(2), 188-196. <https://doi.org/10.1080/08874417.2017.1334244>
  42. Sekaran, U., & Bougie, R. (2016). *Research methods for business: A skill building approach*. John Wiley & Sons.
  43. Škrinjarić, M. (2022). The impact of HRIS on organizational innovation. *Journal of Business and Management*, 28(2), 111-120.
  44. Smith, M., & Rupp, W. T. (2010). The impact of human resource information systems on organizational performance. *Journal of Management Information Systems*, 27(2), 341-366.